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Quoted below is a note from the Morning Meeting of 8 April regarding action which the DCI has requested DDS to take:

"DDS is requested to consider ways and means of creating inducement in connection with the Language Program. These could include such matters as relating travel abroad with a language requirement and a program to make available to Agency employees current periodicals and newspapers in the language of their study. In this connection, it was noted that there was disagreement within the Agency on the question of language incentives, and DDS is requested to look into this and advise. (DDS - Status Report by 6 May)."

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DDC 5955

DDK 66-2553

**MEMORANDUM FOR:** Director of Central Intelligence

**SUBJECT :** Inducements in Connection with Language Program

**REFERENCE :** Note from Morning Meeting of 8 April 1966

1. This memorandum is for your information only.
2. Incentives which will produce an outstanding language capability in the Agency are being carefully considered. The Language Development Committee is specifically charged with continuing the incentives study of the Working Group which produced the report signed by the DDCI on 1 February 1966. There is lack of unanimity on the use of incentives in the Agency, but there is agreement within the Language Development Committee on the practicality of considering an appropriate reward for new employees who bring a special language skill into the Agency. Disagreement on incentive pay within the Agency arises in part from a past program that failed to relate language skill to language use. Thus individuals received cash awards in one, two, three and even more languages while in assignments requiring no language competency.
3. The incentives inducements to be investigated and studied, until specific recommendations are produced, are these:
  - a. Financial recognition, step increases, while studying a "hard" or "esoteric" language and during the period of its

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use. (Examples of some "hard" languages to be included: Chinese, Arabic, Japanese, and Vietnamese.)

b. The inclusion in fitness reports of a specific reference, much like that now made to cost consciousness, to the officer's language study, degree of competence and use in his assignment.

c. Assignment abroad, particularly in "hard" language areas, for "graduate" study. This is already done to a limited degree within the Agency.

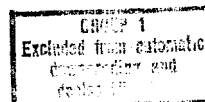
d. A greater use of foreign films, periodicals and newspapers. There are now available newspapers and periodicals. Old editions of these are given students. These are available in our laboratories in Arlington Towers and at Headquarters in every language being studied.

e. The installation of a Voice of America transmission line to our language laboratories. These current foreign broadcasts are now being transmitted to us at a cost of \$21 monthly. This new facility is being used by students in all languages being studied at Arlington Towers, and hopefully this service will be extended to the Headquarters "labs".

f. The consideration, selection and testing of the most advanced programmed learning teaching devices presently available. To be tested immediately are French and Spanish programs which claim a "courtesy" speaking level of 1000 words within 100 hours of study.

g. The exclusive use of a part of the balcony of the South Cafeteria for "foreign language tables". This would provide those who are interested a place to practice foreign languages during the lunch period.

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4. While no delay in our study is anticipated, the need and urgency to create effective incentives will become more clearly apparent after the present "information gathering" phase reveals the Agency balance between language capability and language requirements. Requirements are due to be reported by July 1966, while testing of Headquarters personnel to determine capability will not be completed before 31 December 1966.

**R. L. Bannerman**  
**Deputy Director**  
**for Support**

**ORIGINATOR:**

**JOHN RICHARDSON**

**John Richardson**  
**Director of Training**

**11 MAY 1966**

**Date**

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DD/S 46-2465

6 May 1966

MEMORANDUM FOR: Director of Training

SUBJECT : Inducements in Connection with Language Program

REFERENCE : Note from Morning Meeting of 8 April 1966

1. This is in reply to the Director's query concerning ways and means of creating incentives in the study of languages. The matter of incentives has been raised in the Language Development Committee and will continue to be a primary subject of discussion and study until a recommendation regarding incentives, called for in the 1 February 1966 program approved by the DDCL, is produced.

2. The following incentives are presently under consideration and will be explored:

- a. Financial recognition while studying a "hard" language and during the period of use of that language.
- b. Assignment abroad for additional study of a hard language.
- c. The use of current newspapers, periodicals and films in our training programs.
- d. Installation of a transmission line from Voice of America broadcasts in various foreign languages. This has already been effected.


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e. The inclusion in fitness reports of a required comment on the officer's language study, competence and use.

f. The selection and trial of the most advanced programmed learning language teaching mechanisms as a rapid means of achieving "courtesy level" competence.

3. Most of the energy of the Language School and the Language Development Committee at this time is being devoted to an "information gathering" phase. This is a most important step in determining present Agency language capability as well as Agency requirements. The development of this information will determine the need and urgency to create effective incentives for the development of a "hard" language capability.

4. The members of the Language Development Committee are generally agreed that new employees with a special foreign language competence should be financially rewarded for bringing such ability into the Agency.

  
Chairman, Language  
Development Committee

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